

Career Management and Organizational Performance in Selected Deposit Money Banks in Akwa Ibom State

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Abstract

The study examined career management and organizational performance in selected deposit money banks in Akwa Ibom State. The specific objectives were to ascertain the effect of career planning on organizational effectiveness in selected Deposit Money Banks in Akwa Ibom State and to determine the effect of career paths on organizational efficiency in selected Deposit Money Banks in Akwa Ibom State. The study adopted survey design method. The population of the study comprised 145 staff of the selected Deposit Money Banks, Akwa Ibom State, Nigeria. The sample size for the study comprised 105 staff of the selected Deposit Money Bank in Akwa Ibom State. The researcher made use of purposive sampling to select the respondents for the study. The stated hypotheses were analysed with simple regression. The findings of the study revealed that career planning has positive and significance effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State and also career paths has positive and significance effect on organizational efficiency in selected deposit money banks in Akwa Ibom State. It was recommended that Deposit Money Banks should ensure that they have career paths that has growth potential that will enable employees reach their peak and cause their retention in the organization.

Keywords: Career management, career paths, career planning organizational performance, organizational effectiveness, and organizational efficiency

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

According to Brenyah (2019), career management is an organizational process that entails creating, carrying out and overseeing career plans that are undertaken by a person working alone or in conjunction with the organization's career systems in order to achieve an organizational goal. It is impossible to overstate how crucial career management is to an organization's success. An organization can develop result-oriented cultures by implementing career management effectively. This is because it gives employees objective information that enables them to make meaningful performance achievements, allowing for the recognition of high performers and the resolution of low performance. According to Dialose and Hadleigh (2018), organization's career management practices have as their overall goals satisfying the needs for management succession, giving promising men and women a series of training opportunities to prepare them for any level of responsibility that the organization may require of them, of accountability that the organization might demand of them, and to provide potential employees with the direction and inspiration they require to have a fruitful career with the company that aligns with their abilities and goals (Ade and kola, 2018). Furthermore, career management which includes career paths, career development, career counseling, and career planning is essential to the survival and expansion of any organization given the swift changes in the global economy and, specifically, Nigeria's current economic downturn, which has resulted in a need for personnel from a variety of national and international organizations. In order to meet the constantly shifting demands of the global marketplace and the nation's technological advancements, numerous deposit money banks in the nation have also made consistent efforts to improve the knowledge bases and skill levels of their workforce (Oyloiden, Adeem, and Loyola 2017). Moreover, organizational career management and personal career management are the two primary components of career management. It is possible for an individual to wish to implement their own career planning program within an organization. Nonetheless, organizations typically plan and manage the majority of the activity (Folliculorum, Dwale, and Abounded, 2014).

Career management that is the individual's responsibility is known as individual career management. Employees are the primary agents in managing their own careers, according to the theory of individual career management. Individual career management improves people's sense of control over their careers, which eventually boosts organizational performance and results in career satisfaction. Despite certain differences, career management within an organization and on an individual basis are complementary and interdependent (Adami, Dandie, and Bikeshed, 2017). According to Sturge (2014), while organizations rely on the knowledge and personnel at their disposal to accomplish and implement their strategies, individuals rely on organizations for career guidance within the organization. It is anticipated that the deposit money banks' organizational performance may be impacted by this career management technique (Habanera, 2019)

The term organizational performance describes a range of operations and tasks performed by individuals, departments, divisions, and other organizational units in order to meet the organization's overarching objective. Reaching the organization's objective effectively and efficiently necessitates understanding the relevant business and activities, prioritizing and organizing them according to importance, and knowing how to carry them out, all of which call for measurement and expertise for evaluation. Moreover, productivity, effectiveness, and efficiency can be used to gauge an organization's performance (Habanera, 2019). Hence, the

study will examine career management and organizational performance in selected Deposit Money Banks in Akwa Ibom State.

Every year, the majority of Deposit Money Banks in the nation introduce new policies aimed at improving the appropriate management of employees' careers within their banks. This is due to the fact that career management gives workers the chance to advance their careers while also helping the company sustain and improve performance. Nevertheless, the majority of deposit money banks have struggled to implement career management strategies, including career planning, career paths, career counseling and career development. This could be because these strategies were not implemented correctly in the banks, which would have an impact on the nation's deposit money banks' overall performance.

Additionally, one of the most economical methods to keep top talent, increase employment engagement and productivity, fortify the succession pipeline, foster knowledge transfer, and so forth is to offer constructive career management opportunities to staff members. Regretfully, a lot of Deposit Money Banks in Nigeria have not been able to offer their employees helpful career management. This is a result of low achievement motivation, inadequate training, and discrimination based on age, gender, or race. Negative career management will inevitably have an impact on an organization's ability to provide high-quality services since employees would not be able to plan ahead in a structured manner. and it might also result in the nation's deposit money banks operating with low efficacy, productivity, and efficiency. Numerous academics have made an effort to conduct a relevant study on the topic being reviewed. It is important to note, though, that the majority of these researchers divided career management in their research into two categories: organizational career management and individual career management. They neglected to include the particular career management techniques used in certain deposit money banks, such as career development, career paths, career counseling, and careers planning. Thus, the researcher hopes to close this gap. The broad objective of the study is to examine career management and organizational performance in selected deposit money banks in Akwa Ibom State. The specific objectives are to: ascertain the effect of career planning on organizational effectiveness in selected deposit money banks in Akwa Ibom State and to determine the effect of career paths on organizational efficiency in selected deposit money banks in Akwa Ibom State.

The following hypotheses were stated in null form;

H0₁: Career planning has no significant effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State

H0₂: Career paths has no significant effect on organizational efficiency in selected deposit money banks in Akwa Ibom State

REVIEW OF RELATED LITERATURE

2.1. CONCEPTUAL FRAMEWORK

2.1.1. Concept of Career Management

A lot of academics have tried to define career management. Among these is Crawshaw (2016), who defined career management as consists of both proactive career management choices and organized planning. career development. According to Capitulum, Honorary, Lakshmi, Sawiris, and Harston (2017), career management is the process by which a person's career evolves and advances over time. It moves up to a senior manager from an entry-level role. Financial stability, goal achievement, work/life balance, and personal fulfillment are all

indicators of successful career management. "Attempts that are made to influence one or more people's career development" and the official processes of offering guidance, coaching, and training are referred to as career management. An organization needs career management to ensure that it has the knowledge and skills necessary for its needs and future (Manganism, Question, and Santa, 2018).

The programs and activities that companies offer to help their employees succeed professionally are referred to as career management (Maria-Dolores, Won and Wong, 2017). Career management is "an organizational process that involves preparing, implementing, and monitoring career plans undertaken by an individual alone or within the organization's career systems," according to Ahumada and Hazard (2018). Employee loyalty is a critical component of long-term retention and productivity, and career management practices are useful in a number of situations where productivity depends solely on the application of knowledge rather than physical energy (Ahmed, Farzan, and Ancar, 2017).

Career development programs were found to be the best indicators of employees' affective and normative commitment (Nagaraja and Shick, 2015). Psychological commitment is substantially correlated with perceptions of career development-related employment practices, such as internal mobility, training, and employment security, more so than other workplace characteristics like participation, communication, and supervisory relations. Career management, according to Albrecht, Bakker, Gruen, Macey, and Sachs (2019), is the process by which people gather data about their values, interests, skill strengths and weaknesses, choose a career goal, and implement career strategies that raise the likelihood that their goals will be realized.

2.1.2. Component of Career Management

2.1.2.1. Career Pathing

A career path is described as a series of employment positions and experiences that lead to a particular career level in the National Aeronautics and Space Administration's (NASA) Professional Development Guide. Additionally, NASA has a Financial and Resources Management Career Development Guide that makes it very evident that an employee's career path is determined by a combination of their personal career preferences and organizational opportunities. The Guide further states that career paths help employees achieve their career goals by helping them identify opportunities for job advancement. The career goals that each individual sets during the career planning phase, the career progression structure that is a component of the employee's terms of service, and the opportunities for career development that an organization provides its employees with all inform career pathing. Individuals must also possess, and continue to possess in the face of perpetual change, accurate knowledge of career pathways that are appropriate for their individuality as well as their evolving needs and preferences (Raab, 2019). Potential career paths are laid out for representatives during the time spent arranging their careers, depending on what the profession wants to acknowledge (Raab, 2019).

2.1.2.2. Career Development

From an individual and organizational perspective, career development has gained acceptance (Baruch, 2016). A person's career develops over time through a number of stages, each of which is distinguished by a somewhat distinct set of problems, themes, and assignments. The results of the interplay between institutional career management procedures and personal career planning can also be referred to as career development. As a human resource intervention program, career development does not advocate for a straight-line career path.

Numerous career writers claim that organizational career management fosters the growth of employee dedication. When pre-joining expectations of employees are met by organizational career management practices, commitment and other positive outcomes will increase (Ready 2016). Employee development is the focus of career development, which needs to be a dynamic process that is both beneficial to the individual and the organization. It also needs to be updated and adjusted to meet the new standards for career advancement.

People set their career goals with the assistance of an organization. One of the challenges that an organization faces is career development. Every organization should prioritize the different initiatives that foster both organizational and individual career advancement. Gaining a competitive edge through employee development, retention, and attraction requires effective career development practices. Career development encompasses both individual and organizational components. It is the result of each person's career planning as well as the organization's offering of chances and support; ideally, this is done through collaboration (Robbins, 2019).

2.1.2.3. Career Planning:

The process of career planning is intended to assist workers in transitioning to positions that better align with their individual objectives. Workers get input on how the company perceives their abilities and position within the company. A comprehensive program may include career planning as one of its components, or it may be the only mechanism in place to support staff development. The four components of a career planning system are common. wherein the worker describes his or her hobbies, aptitudes, flaws, habits, and behaviors; reality check, in which the worker learns about job openings within the company and receives input from the employer regarding their talents and abilities; Setting goals entails deciding on both short- and long-term objectives, and planning involves figuring out how to get there. According to Almarai, Jawaharlal, Davit, and Salah (2018), job rotation is the process that permits workers to move laterally between departments or units within an organization, giving them the opportunity to gain experience and training on the job in a range of fields without changing their position or status. In addition, career planning is the process by which people ascertain their own competencies and take action toward achieving their professional objectives. The career planning process consists of five fundamental steps: self-evaluation; career opportunity investigation; goal setting; action planning; and evaluation (Almaria, *et al.*, 2018).

Employees and their supervisors engage in the process of career planning. The worker is in charge of doing a self-evaluation to determine their professional interests and areas in need of growth. The employee evaluates his or her abilities, background, and strengths and weaknesses as part of the self-assessment process. Joint career planning by the organization and the individual is also more effective. The success of career planning is important to the organization. Moreover, according to Al-Qaeda, Obeisant, Shroud, and Abusable (2020), "consists of those activities in which individuals must engage in order to make informed choices as to occupation, organization, job assignment, and self-development."

2.1.4. Concept of Organisational Performance

The subjective nature of performance has led to a multitude of definitions being attached to it. According to Chen, Silverstone, and Hung (2016), performance is defined as accomplishing the objectives set forth in the convergence of enterprise orientations. According to him, performance is a comparison between the goal and the result.

According to Denison and Mishap (2017), there are three main goals or priorities for performance governance: First, each entity should evaluate its performance within the parameters of the environment in which it chooses to operate. For instance, a business's performance should be examined in the markets it serves, not in ones that are unrelated to its business. Second, the entity whose performance is being examined always links performance to one or more of its objectives. As a result, rather than basing its performance on standards set by outside organizations, a company evaluates its performance based on internal goals and targets. Thirdly, according to Denison and Mishap (2017), performance is limited to the noticeable and pertinent elements.

2.1.4.1. Component of Organisational Performance

(a). Organization Productivity

In today's corporate environment, organizational productivity is the primary managerial goal (Jaal & Wayne, 2007). When performance effectiveness and efficiency are the determinants of an organization's productivity, Amos, Riegel, Jackson, Lopper, Lou, Oosthuizen, Slocum, and Staude (2008) define an organization's productivity as the ratio of inputs to outputs. Productivity can be defined Ghatti & Quash, 2007 as a performance metric that includes both efficacy and efficiency (Ghatti & Quash, 2007).

(b). Organizational effectiveness

According to Amos, Riegel, Jackson, Lopper, Lou, Oosthuizen, Slocum & Staude (2008), efficiency is the cost of resources used in relation to the achievement of ends, while effectiveness is the achievement of organizational goals that are specifically linked to stages of customer satisfaction. According to Dimenoxadol and Debeakings (2012), organizational effectiveness is a perception that describes how successful an organization is in achieving the desired result. According to Bartuševičienė & Keralyt (2013), effectiveness is determined by how well a business achieves its goals and how its outputs interact with the environment on an economic and social level.

Effectiveness typically determines the procedural goals of an organization or the degree to which a company accomplishes its own goals (Zheng, 2010). This is the process by which an organization achieves its goals. This is how another academic, Dwight (2012), perceived effectiveness. "Effectiveness is a qualitative trait that shows how well specific issues are addressed and how well predetermined goals and objectives are met." According to the bank's philosophy, the ability of banks to meet their objectives on schedule constitutes effectiveness in this study. Four *null* hypotheses were developed for the study in order to examine the relationship between organizational performance metrics and employee career management aspects (Joseph, BOH, Ang, and Slaughter, 2019)

The concept of organizational effectiveness, which has been extensively researched since the early days of organizational theory and is virtually universally used by academics, was expanded upon by Lewin (2022). There is still a considerable lack of uniformity when it comes to the operationalization of this idea, despite some agreement. The process of achieving goals without using destructive organizational tactics is known as organizational effectiveness. Organizational effectiveness is defined by management researchers as "defining goals, relating resources, and determining if the goals were reached." According to Yankee *et al.* (2019), an organization's effectiveness is determined by how well it performs throughout the process and how well it has accomplished its stated goals.

2.2. THEORETICAL FRAMEWORK

The theories listed below are pertinent to the subject being examined. The study was based primarily on Trait and Factor Theory.

2.2.1. Trait and Factor Theory of Career Management

Frank Parson introduced the Trait and Factor Theory of Career Management in 1908. According to the trait and factor theory of career management, a person's talent and the qualities needed for a given job are measured. The fundamental goal of the trait and factor approach to career counseling was to match a client's qualities to jobs that required those qualities, thereby identifying the jobs that were, in theory, the most suitable for that client. Professional counselors typically look for ten (10) major types of matching information, according to Herr and Cramer (1984). According to Koelmeyer and Visage (2013), the matching types included abilities, needs and interests, stereotypes and expectations, significant others, values, residence, family, adjustment, risk-taking, and aspiration.

Actuarial approach or matching are other names for it. It is said that Parsons was the original creator of the oldest theoretical approach to career development. The traits that are characteristic of an individual over time, comparatively stable, consistent in various contexts, and offering a foundation for assessing, characterizing, and forecasting behavior are referred to as traits in the trait and factor theory. A construct that represents a collection of traits that are correlated with one another is referred to as the factor aspect. In one way or another, a lot of career practitioners apply this theory. Numerous informational materials and aptitude, personality, and interest tests that resulted from this method have been involved and are still in use today.

Occupational profiles, the General Aptitude Test Battery, and the constantly growing computer-based career counseling programs are a few examples (Kaylee and Mustafa, 2019). As a result of its inability to match individuals with jobs perfectly, trait and factor theory came under fire in the 1970s and was even labeled as "incipient decline." Essentially, the trait and factor approach's scope is too limited to be regarded as a significant career management theory. Nonetheless, it is important to acknowledge that career counseling uses standardized assessment and occupational analysis procedures that are emphasized in trait and factor approaches. It is important to acknowledge that career counseling uses standardised assessment and occupational analysis procedures that are emphasised in trait and factor approaches. Apart from the aforementioned, trait and factor theory concentrates on personality traits without taking into account the impact of external factors such as the availability of jobs that align with an individual's traits and interpersonal factors when choosing a career. and are unable to offer sufficient support for the ongoing research (Kaylee, and Mustafa, 2019).

2.3. EMPIRICAL REVIEW

Muhammad, Caspar, Parashakti and Dibdin (2023), examined the impact of talent management on employee performance through employee engagement mediation. Using questionnaire as a data collection tool, 84 employees working in the Ektasis manufacturing area provided the information. In this study, survey methods are combined with a quantitative methodology. Using purpose sampling techniques, respondents were chosen from manufacturing companies in the Ektasis region. To test theories and assess models, the gathered data will be analyzed using Structural Equation Modelling (SEM) methods. These results demonstrate how

implementing effective talent management can raise employee engagement, which in turn can raise performance levels. The relationship between talent management and employee performance is also mediated by employee engagement.

Effendi (2023), ascertained career development and its effect on employee productivity at University of Cross River State. This study adopted the survey research design. The study population comprises both academic staff and non-academic staff of University of Cross River State, which stood at (499) four hundred and ninety-nine. The stated hypotheses were analysed with multiple regression technique. The result revealed that career training has positive and significant effect on employee productivity while career advancement has positive and insignificantly effect on productivity of employees at University of Cross River State. It was recommended that the management should organize training and seminars for their employees.

Haik and Charles (2023), ascertained the impact of talent development practices on employee retention. The study was conducted in Commercial Banks in Tanzania. The study adopted a survey design method. The population comprises 56 selected staff of CRIB Bank P.lc Headquarters. Semi-structured questionnaire were used to collect information from respondents.. The finding of the study revealed that career development has a positive relationship with employee retention ($r = .796$, p value = 0.000). Also, there is positive relationship between succession planning and employee retention ($r = .772$, p value = 0.00). The study recommended that CRIB Bank should design programme to train and develop their staff to enhance their productivity.

Nosik (2022), ascertained talent management and it effect of the effectiveness of tertiary institutions in Nugent State, using performance management, independent variables. This study adopted the descriptive survey research design. The population of the comprises 2793 staff of Nugent State and sample size was 350. The objectives were analysed with five point likert scale, The stated hypotheses were analysed with simple regression. The study was analysed with SPSS version 20.0. The findings of the study revealed that performance management has a positive and significant effect on the effectiveness of tertiary institutions in Nugent State. It was recommended that management should come up with strategies to locate, recruit, and retain talented individuals.

Enablement, David, Nidek & Bogus (2022), ascertained the relationship between talent management and organizational performance. The study was carried pharmaceutical companies in Membrana State, Nigeria. The study adopted survey research design. The study adopted survey research design. The population of the study comprises 1800 staff of the selected manufacturing firms South-South part of the country Nigeria. The sample size comprises 353 respondents. The questionnaire was used for data correction. The data was analysed with frequency, mean and percentage analysis. The study adopted multiple regression technique. The finding revealed that talent retention has positive and significant impact on employee productivity. And also performance management systems have positive and significant impact on employee productivity. In conclusion, talent management has positive and significant impact on employee productivity. It was recommended that management should come up talent retention strategies and make them known to all employees. Management and employee should be involved in the entire process of performance appraisal and should be made mandatory.

Korokoro (2022), determined the effect of talent management on employee commitment . The study was conducted in Federal Institute of Industrial Research Oshodi, Lagos, Nigeria. The study adopted a cross-sectional survey research design. Primary data was sourced from issuing

of structured questionnaire. The population for the study was fifty-three (53) employees in the Technology Transfer Division and the Industrial Linkages Division. The entire population was used as a sample size. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypothesis was tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences' version 23.0. The test was carried out at a 95% confidence interval and a 0.05 level of significance. The finding revealed that there is a significant relationship between talent management and employee commitment in the federal institute of industrial research, Osho di, Lagos, Nigeria. The study recommended that organisations should enact policies that promote talent management, which will in turn, promote employee retention. Policy makers should enact policies that promote talent management aspects in order to ensure sustainable employee retention and competitive advantage.

2.4. GAP IN THE REVIEW OF THE RELATED LITERATURE

This study examined the effect of career management on organization in deposit money banks in Akwa Ibom State. From the reviewed of empirical literature, the following gaps were unraveled. It was discovered that, most of the existing studies were conducted in different geographical settings within and outside Nigeria, however, none of these reviewed works was done in the three senatorial district of Akwa Ibom State. Also, a lot of scholars have attempted to carry out a related study on the subject under review. However, It is worth noting that most of these scholars disaggregated the career management in their studies into individual career management and organisational career management without taking a specific recourse on the career management practices experienced in selected deposit money banks such as career planning, career paths, career counseling and career development. Thus, this study intends to expand the frontiers of knowledge and bridge this gap by examining the relationship between career management and organizational performance in deposit money banks in Akwa Ibom State

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

Survey design method was used for the study. This design aid the researcher to ascertain the views, ideas and feelings of those that are directly concerned with the project topic. The data for the study was sourced from primary and secondary sources. The Primary data was sourced from distribution of structured questionnaire to the staff of Access bank P.lc, First Bank P.lc, Eco bank P.lc and United bank of Africa P.lc in Akwa Ibom State. Primary data is a type of data collected directly from respondents in the research field. The population of the study comprises 32 staff of Access bank, 40 staff of First bank, 34 staff of Eco bank and 37 staff of United bank of Africa in Akwa Ibom State, Nigeria. The total population comprises 143 staff of the selected deposit money banks Akwa Ibom State, Nigeria.

3.2 SAMPLE SIZE DETERMINATION

Since it was not convenient for the researcher to study the entire population, the sample size will be derived by using Taro Yamane formula as follow:

$$n = \frac{N}{1+N(e)^2}$$

Where

N is the total population of the study,

e = is the error term; n = sample size

$$n = \frac{143}{1+143(0.05)^2}, \quad n = \frac{143}{1+143(0.0025)}, \quad n = \frac{143}{1+0.3575}$$

$$n = \frac{143}{1.3575}$$

$$n = 105$$

The researcher made use of purposive sampling to select the respondents for the study. Purposive sampling can be applied to research such as in preliminary studies where the researcher is still testing the feasibility of a propose study.

3.3. METHOD OF DATA ANALYSIS

The stated hypothesis was analysed with simple regression. The model is specify for hypothesis one, hence the hypothesis is stated below

$$Y = F(X_1).....$$

$$Y = \beta_0 + \beta_1X_1 + e_i$$

Where

Y = Organizational effectiveness in selected deposit Money banks

X₁ = Career planning

β₀ = intercept

β₁ = Parameter estimate

e_i = error term

The model is specify for hypothesis two, hence the hypothesis is stated below

$$Y = F(X_1).....$$

$$Y = \beta_0 + \beta_1X_1 + e_i$$

Where

Y = Organizational efficiency in selected deposit Money banks

X₁ = Career paths

β₀ = intercept

β₁ = Parameter estimate

e_i = error term

DATA PRESENTATION AND ANALYSIS

Table 4.1: Return Rate of Questionnaire

Respondents	Distributed questionnaire	Returned questionnaire	Wrongly filled	Properly filled	%	Not Returned	%
Staff of Access bank Plc	22	22	0	22	21	0	0
Staff of First bank P.lc	31	29	1	28	27	2	2
Staff of Eco bank P.lc	25	24	0	24	23	1	1
United Bank of Africa P.lc	27	26	0	26	25	1	1
Total	105	101	1	100	96	4	4

Source: Field Data, 2024

Table 4.1 above shows that one hundred and five (105) questionnaire were issued to staff of Access Bank Plc, staff of First Bank P.lc, staff of Eco Bank Plc, and staff of United Bank of Africa Plc, one hundred and one questionnaire were completed and returned. In effect, four (4) of the questionnaire were not returned. In collecting the data it was discovered that one (1) of the questionnaire was wrongly filled and were discarded accordingly. In effect, one hundred

(100) of the respondents constituted the sample which translates into 96% rate of return completed questionnaire and four of the questionnaire were not returned which translates into 4%.

Research Question One

To what extent does career planning affect organizational effectiveness in selected deposit money banks in Akwa Ibom State?

Effect of career planning on organizational effectiveness	SA	A	N	D	SD	Total	Mean	Decision
Self-assessment has effect on organizational effectiveness	300	120	9	8	3	440		
	60	30	3	4	3	100	4.4	Accepted
Goal setting has effect on organizational effectiveness	335	92	12	4	4	447		
	67	23	4	2	4	100	4.47	Accepted
Action planning has effect on organizational effectiveness	280	136	15	4	3	438		
	56	34	5	2	3	100	4.38	Accepted
Evaluating own planning has effect on organizational effectiveness	285	120	12	10	4	431		
	57	30	4	5	4	100	4.13	Accepted

Source: Field survey, 2024: Decision rule: ≥ 3.0 = Accepted, < 3.0 = Rejected

The data on table 4.2 indicated the respondents' responses on effect of career planning on organizational effectiveness in selected deposit money banks. The result revealed that all the items were above the acceptance bench mark of 3.00 which shows that all the items were accepted by the respondents that self-assessment, goal setting, action planning and evaluating own planning have effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State.

Research Question Two

What are the effect of career paths on organizational efficiency in selected deposit money banks in Akwa Ibom State?

Effect of career paths on organizational efficiency	SA	A	N	D	SD	Total	Mean	Decision
Employee promotion has effect on organizational efficiency	275	140	6	10	3	434		
	55	35	2	5	3	100	4.34	Accepted
Employee transfer has effect on organizational efficiency	305	108	15	6	4	438		
	61	27	5	3	4	100	4.38	Accepted

Employee retirement has effect on organizational efficiency	280	136	15	4	3	438		
	56	34	5	2	3	100	4.38	Accepted
Employee dismissal has effect on organizational efficiency	285	120	12	10	4	431		
	57	30	4	5	4	100	4.13	Accepted

Source: Field survey, 2024: Decision rule: $\geq 3.0 = \text{Accepted}$, $< 3.0 = \text{Rejected}$

The data on table 4.3 indicated the respondents' responses on effect of career paths on organizational efficiency in selected deposit money banks. The result revealed that all the items were above the acceptance bench mark of 3.00 which shows that all the items were accepted by the respondents that employee promotion, employee transfer, employee retirement and employee dismissal have effect on organizational efficiency in selected deposit money banks in Akwa Ibom State.

4.2 Test of Hypotheses

Test of Hypothesis One

H0₁: Career planning has no significant effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State.

Table 4.4: For hypothesis 1, i specify simple regression, thus;

Variable	Parameters	Coefficient	Std Error	t – value
Constant	β_0	1.1041	0.1110	9.947***
Career planning (X ₁)	β_1	1.3096	0.1491	8.783***
R-Square	0.63			
Adjusted R-Square	0.60			
F-statistic	8.09***			

***, **, and * denotes significance of coefficient at 1%, 5%, and 10% level respectively

Source: Field Survey, 2024. (SPSS Vision 20)

The result shows the effect of career planning on organizational effectiveness in selected deposit money banks in Akwa Ibom State. The result of coefficient of multiple determination (R^2) was 0.63 which implies that 63% of the variations in dependent variable was explained by changes in the independent variable while 37% was explained by the stochastic variables in the regression model. The coefficient of career planning had positive coefficient and significantly related to organizational effectiveness of selected deposit money banks in Akwa Ibom State at 1 percent level. This implies that a unit increase in career planning led to increase in organizational effectiveness of selected deposit money banks in Akwa Ibom State by 1.3096 units.

The F-value of (9.08***) show that the entire result is was statistical significant, i conclude that career planning have positive and significance effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State

Test of Hypothesis Two

H0₂: Career paths has no significant effect on organizational efficiency in selected deposit money banks in Akwa Ibom State

Table 4.5: For hypothesis 2, I specify simple regression, thus;

Variable	Parameters	Coefficient	Std Error	t – value
Constant	β_0	1.4296	0.1224	11.67***
Career paths (X_1)	β_1	1.7091	0.1130	15.12***
R-Square	0.59			
Adjusted R-Square	0.57			
F-statistic	13.93***			

***, **, and * denotes significance of coefficient at 1%, 5%, and 10% level respectively

Source: Field Survey, 2024. (SPSS Vision 20)

The result shows the effect of career paths on organizational efficiency in selected deposit money banks in Akwa Ibom State. The result of coefficient of multiple determination (R^2) was 0.59 which implies that 59% of the variations in dependent variable was explained by changes in the independent variable while 41% was explained by the stochastic variables in the regression model. The coefficient of career paths was positive coefficient and significantly related to organizational efficiency of selected deposit money banks in Akwa Ibom State at 1 percent level. This implies that a unit increase in career paths led to increase in organizational efficiency of selected deposit money banks in Akwa Ibom State by 1.7091 units.

The F-value of (9.08***) show that the entire result is was statistical significant, i conclude that career paths have positive and significance effect on organizational efficiency in selected deposit money banks in Akwa Ibom State.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. SUMMARY OF FINDINGS

The study examined career management and organizational performance in selected deposit money banks in Akwa Ibom State. The findings of the study revealed that;

- i.. Career planning have positive and significance effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State.
- ii. Career paths has positive and significance effect on organizational efficiency in selected deposit money banks in Akwa Ibom State.

5.2. CONCLUSION

Carrier management remains one of the most future-oriented practices for deposit money banks. Today, deposit money banks now understand and appreciate the need to have the best management. A career is not just a job, but revolves around a process, an attitude, behaviour and a situation in a person's work life to achieve set career goals. Although career is the property of individuals, but for the employed, it is organizations that should plan and manage employee careers. Career management requires initiative from both organizations as well as individuals in order to provide maximum benefit for both. In the emerging world of the present and the future, the practices of career development are being challenged to find new paradigms

and new scientific bases. With proper career planning and career management, an individual expects to reap the result of such investment by attaining career management. The study examined effect of career management on organizational performance in selected commercial banks in Akwa Ibom State. The findings of the study revealed that career planning have positive and significance effect on organizational effectiveness in selected deposit money banks in Akwa Ibom State, career paths have positive and significance effect on organizational efficiency in selected deposit money banks in Akwa Ibom State, In conclusion, effective career management enhances organizational performance

5.3. RECOMMENDATIONS

The following recommendations were made by researcher:

1. Deposit money banks should have laid down plan for successive administration in the banks.
2. Deposit money banks should ensure that they have career paths that has growth potential that will enable employees reach their peak and cause their retention in the organization.

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